

Outline Sept '71

Overview History of Personnel Administration

CHAPTER I

EARLY HISTORY AND DEVELOPMENT

The Divided Administrative Legacy, SSU/CIG . . . . .	Page 1
Early Organization and Staff . . . . .	Page 13
The State of the Art 1947 - 1949 The Meloon Study . . . . .	Page 21
The Dulles and Eberstadt (Hoover Commission) Surveys 1948 - 1949 . . . . .	Page 32
Emergence of the Central Personnel Office, 1950 . . . . .	Page 39
Enlargement of Scope of Office Responsibilities . . . . .	Page 48

STAT

CHAPTER II

THE CAREER PROGRAM AND PERSONNEL ADMINISTRATION 1952 - 1960

Factors in Diffusion of Personnel Authority . . . . .	Page 57
Career Service Committee, September 1951 - June 1952 (Planning) . . . . .	Page 65
Career Service Board 1952 - 1954 (Implementation) . . . . .	Page 72
The Career Council 1954 - 1962 (Coordination and Advice) . . . . .	Page 77
Selection for the Career Service . . . . .	Page 94
The First Round, 1952 - 1954 Designation to A Career Service . . . . .	Page 96
The Second Round, 1954 - 1960, The Career Staff . . . . .	Page 101
The Third Round, 1960 and Subsequent, The Career Conversion Program . . . . .	Page 108

A Word About the Office Boards

CONFIDENTIAL

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### CHAPTER III

#### BASIC PERSONNEL ADMINISTRATION IN THE FIFTIES

Problems of the Meloon Period, 1951 - 1955 . . . . . Page 126

Rapid Expansion Followed by Sudden Freeze . . . . . Page 127

Staffing an Enlarged Personnel Office . . . . . Page 128

The Making of the Korean Hump . . . . . Page 132

Conforming T/O's and Ceiling, The Unpopularity Contest . . . . Page 135

Ten Ways of Improving Personnel Management in CIA,  
The 1954 Inspector General Report . . . . . Page 139

Accomplishments of the Meloon Regime . . . . . Page 142

Dissatisfactions of Top Management . . . . . Page 146

Organization and Staffing, 1951 - 1954 . . . . . Page 147

The 1955 - 1956 Holding Period . . . . . Page 151

Director of Personnel and Office Faced Under the Newly  
Created Post of Deputy Director of Support (DDS) . . . . . Page 152

Staff Support to the Career Council . . . . . Page 153

Workload Description, 1956 . . . . . Page 153

Staff and Special Study Work, Competitive Promotion,  
Occupational Hand Book, Flexible T/O, Staffing Complement . . Page 153

Organization and Staff, 1956 . . . . . Page 158

Rebuilding Lost Confidence, The Stewart Regime,  
January 1957 to June 1960 . . . . . Page 160

The Role of the Director of Personnel Paper . . . . . Page 161

Approved For Release 2003/01/27 : CIA-RDP81-00314R000600040006-1

CONFIDENTIAL

Controlled Staffing, A Manpower Control Program for the Clandestine Services . . . . .	Page 171
Planning for the '701' Exercise . . . . .	Page 174
System and Methods, [REDACTED] Ceiling and Position Authorization, 14 November 1958 . . . . .	Page 176
The December 1959 Inspector General Report, Scrap the Career System and the Council . . . . .	Page 184
Organization and Staff, 1959 . . . . .	Page 189

## Chapter IV

### Personnel Administration in the Sixties

#### The Echols Incumbency, 1960 - 1968

The Changed Organizational Environment of the Sixties . .	Page 191
Implementing the 701, Surplus Personnel Program . . . . .	Page 195
Disappearance of the Career Council and the Career Staff, 1962 . . . . .	Page 201
Monitoring Role, The July 1962 Echols Memorandum on Deficiencies in the Personnel Program . . . . .	Page 204
Recommendations of the 1962 (Kirkpatrick) Task Force on Personnel Management in the CIA . . . . .	Page 208
Supergrade Administration, 1962 and Prior . . . . .	Page 214
Advance Personnel Planning and Forecasting in the Sixties	Page 220
Getting out the Work, 1963 . . . . .	Page 228
Manpower and Position Management, The 1964 Freeze . . . .	Page 232
Another IG Survey, 1964 . . . . .	Page 240
Passage of the CIA Retirement Act of 1964 . . . . .	Page 241
Recruitment to the Fore. 1967 . . . . .	Page 244
Changed Concept of the JOI/CT Program, 1965 . . . . .	Page 246
1966 Reorganization and Staffing, 1966 . . . . .	Page 251
Last Look, 1968 . . . . .	Page 254

**CONFIDENTIAL**

Chapter V

Administering to the Human Side

(Under Development)

The Search for Tangible Benefits . . . . .	Page 260
The Legislative Program, 1952 and Subsequent . . . . .	Page 262
The Most Important Benefit (Early Retirement) . . . . .	Page
The Insurance Program . . . . .	Page
The Services Program . . . . .	Page
Organization Aspects, 1968 . . . . .	Page
People Aspects, 1968 . . . . .	Page

**CONFIDENTIAL**

INDEX

OVERVIEW HISTORY OF PERSONNEL ADMINISTRATION, 1948-1968

Accessions: FY 56, 2282; FY 57, 2400; FY 58, 1448; FY 59, 1489; FY 60, 1329, p. 181; Ten Year Table 1956-65, p. 222; FY 67 Peak, p. 236 and p. 245.

Advance Planning: Formal Effort by Placement 1962, p. 220; Advance Staffing Plan, 1966 and Subsequent, pp. 223-227.

Agency Disposition Board: p. 230.

Applicant Review Panel: p. 230.

Appointing Authority: Use of State, War, and Navy Departments' Authority, p. 3; Schedule A Authority Granted by CSC 16 September 1946, p. 9; Review by CSC Representative, p. 6; by Personnel Review Committee, p. 7; CIA Act of 1949 Grants "Hire and Fire" Authority to the DCI, p. 39;  Establishes New Appointing System, p. 109.

Amory, Robert (Also See DDI): Bio, p. 218; Resists 701 Program, p. 171; Supergrade Expansion, p. 218.

Assistant Director for Personnel: Establishment of, July 1951 and Incumbents, p. 58; Conflict with Personnel Director, p. 126; Dissatisfaction of Top Management With, p. 146; Post Abolished, March 1955, p. 151.

Attrition, Rate of (Also see Separations): 1948 Rate, p. 21; 1952 Rate, p. 130; Ranges between 10 and 15 Percent, p. 36; 11.5% in 1970, p. 36; JOT/CT Rates, p. 244.

Average Grade Controls (See Position Authorization): HN 20-  
220-1 Average Grade Controls 26 Feb 59, p. 176; Kirkpatrick  
1964 Directive, p. 235

Baird, Matthew: Bio sketch, p. 48; Assigned Responsibility for Developing a Career Corps (S.R. 38), p. 57; Proposal to Establish and Implement a Career Corps Program, July 1951, p. 65; J.O.T. Program (S.R. 38), p. 71; Views on 701 Program (S.R. 112), p. 200; On Career Council (S.R. 116), p. 200.

Bannerman, Robert: Bio, p. 226; Approves ASP, p. 226.

Benefits and Services: p. 104.

Biographic Profile: System Developed, p. 155.

25X1A [ ] Bio, p. 46.

25X1A [ ] Secretary of Career Council, pp. 67 and 88; Personnel Assignments, p. 91; Subordinate Staffs, p. 91; Named Deputy Director of Personnel for Planning and Development June 1955, p. 91; Partial List of Staff Members, p. 92; Planning for Career Council, p. 101; Direct Access to Top Officials, p. 127; DD/Pers/P&D Post Dropped with His Retirement, p. 188.



Cabell, Charles Pearce, General, USAF: Bio, p. 148 and p. 161; Transfer Personnel to DDCI, p. 148; Establishes DD and D/Pers Approval for GS-7 and Above Actions, p. 181.

25X1A

                     Secretary CSCB, p. 63; Account of Early Climate, p. 63; Efforts to Centralize CS/Pers/Mge (S.R. 51), p. 116.

Career Council 1954-1962: Members and Concerns of, p. 77; Program Submitted at 41st Meeting 21 March 1957, p. 78; Discussion of D/Pers Role, p. 79; Comments on 1960 I.G. Survey, p. 82; Method of Operating, p. 86; Office of Personnel Support of, p. 87; 1956 Year of Peak Activity, p. 112; Those Present at 69th and Final Meeting 1 February 1962, p. 201; Real Authority Assumed by Career Services, p. 203; Echols Non-use of (S.R. 113), p. 202; Baird's View of (S.R. 116), p. 203.

Career Development Staff: p. 89.

Career Management: Placed with Heads of Career Services, p. 122.

Career Management Officer: p. 125.

Career Management Officer, Duties: p. 125.

Career Program: Loss of by Personnel, pp. 57-64; Conducted Separately to Personnel Office, p. 127.

Career Service Board 1952-1954: Agency Notice Establishing Members and Functions, p. 72; Functions of Secretariat, p. 73; Office Boards Established, p. 74; Rotation Loan Slots, p. 76.

Career Service Committee, September 1951-June 1952: Six Groups of, p. 67; Consultants to, p. 68; Administrative Philosophy of, p. 69.

Career Service Conference, 1954: p. 105.

Career Services (See Also Individual Career Boards):  
Seventeen in 1952, p. 74; Sixteen in 1954, p. 96; I.G. Comments on, p. 111; Variations in Practices of, pp. 115-118; Recommendations on Reducing Number of, p. 122; 23 Career Services in 1967, p. 123; Responsibilities of Heads of, p. 124.

Career Service Grade Authorization: p. 178.

Career Service Staffing Authorization: pp. 177 and 233.

Career Staff: Membership Defined, p. 102; Benefits, p. 104; Applications Discontinued, pp. 109 and 203; Automatic Conversion, p. 109.

Carter, Lieutenant General Marshall Sylvester: Bio, p. 196; Views on 701 Program, p. 196.

Ceiling, Personnel: General Bedell Smith Imposes [ ] Ceiling Early in 1952, p. 131; Effect on Personnel Program, p. 134; Reconciling with Tables of Organization, p. 135; Supergrade 1952, [ ] pp. 214-218; 1964 and 65 Reductions, p. 234.

25X9

25X1

CIA Compensation Plan: p. 179.

CIA, Provisions of the National Security Act of 1947  
Establishing: Effective Date 18 September 1947, p. 10.

CIA Retirement and Disability System (CIARDS): p. 241.

CIA Selection Board: Defined, p. 99; Pass on Application for Career Staff, p. 106; Number of Cases Considered, p. 107; Reasons for Deferment or Denial, p. 107.

CIG: Establishment of January 1946, p. 1; CIG Personnel Order No. [ ] April 1946, p. ; Summary of CIG Personnel Orders September 1946-January 1947, pp. 10-12; Early Organization and Staff, pp. 13-20.

25X1

Clandestine Service Personnel: Workings of CS Board, p. Clandestine Service Personnel Division (CSPD) Established 1958, p. 148; Statistical Study 1959, p. 167; Manpower Control Program, pp. 171-174.

25X1 [ ] Chief, PPBS, p. 236.

25X1 Classification: Act of 1949, p. 39; CSC Exempts CIA from, p. 39; Rear Admiral Hillenkoetter Decides to Follow, p. 39; Resentment Against, 1953-1954, p. 138; Introduces Handbook of Codes and Titles 1954, p. 138; Position and Qualification Standards Attempted, p. 144; Regulation [ ] Ceiling and Position Authorization 14 November 1958, p. 176; HN [ ] Average Grade Controls, p. 176; Average Grade and Salary Controls, 1964, p. 235.

25X1

25X1A

25X1A

[ ] First Executive Officer of Personnel, p. 149; Duties after Meloon Resignation, p. 152. (Also See Oral History Statements at S.R. 69 Dual Deputy with [ ] 1953; S.R. 72 Duties as Executive Officer 1955; S.R. 78 Improved Situation Following Adoption of Competitive Promotion.)

Competitive Promotion Policy: Introduced in Agency Regulation 20-589, 1956, p. 155; Personal Rank Assignment, p. 157; Controls On, p. 178.

Contract Personnel Administration: Disorganized State of, p. 30; 14 Categories, p. 54; Function Transferred to Personnel, p. 144; Echols' Involvement with (S.R. 108), pp. 30 and 194.

Counseling Function: p. 148.

Covert Autonomy: p. 18.

Credit Union: p. 29 and p. 229.

CT Program: See JOT/CT Program.

25X1A



p. 155.

Davidson, Trubee F., Brigadier General, USA: Assistant Director for Personnel, AD/Pers, p. 47; Rejects Walter Wolfe on Combining Personnel and Training, 1951, p. 47; Resigns over Decision not to go for 20,000, p. 131.

DDI: Resists 701 Program, p. ; Supergrade Expansion, p. 218.

DDS (See also White Lawrence K., also Bannerman, Robert): Establishment of, p. 149; Personnel Office Returned to, p. 158; Rejects Proposal for Six Career Services, p. 122; Comments on 1962 Task Force Report, p. 211; Supergrade Role, p. 214.

DDS&T Establishment of, 1963: p. 192.

Dulles, Allen: First DD/O, Later DD/P, p. 32; Bio, p. 166; Gives Surplus Personnel Problem Highest Priority, p. 166.

25X1A

p. 49.

Echols, Emmett D.: Member, Personnel Review Committee SSU, CIG, p. 7; Takes Over Pers/Admin of Contract Personnel, p. 30; Bio, p. 194; Appointed Director of Personnel, June 1960 (S.R. 108), p. 194; 1962 Memo on Deficiencies in Personnel Program, p. 204; Views on 701 Program (S.R. 112), p. 200; Non-Use of Career Council (S.R. 113), p. 202; Monitoring Responsibilities (S.R. 118), p. 206; Obtains First Team Additions (S.R. 121), p. 207.

Elite Corps (See Also Hard Core): Rejected by Operating Officials, p. 66.

Executive-Director-Comptroller (See Also Kirkpatrick, Lyman G. and White, Lawrence K.): pp. 235 and 237.

Executive Inventory: p. 72.

Federal Salary Reform Act of 1962: p. 180.

Fitness Reporting in CIA: 1962 Task Force, Recommendations  
On, p. 212; Reference to Monograph On, p. 212; Forced  
Distribution, p. 209; 1962 Change, pp. 230-231.

25X1A

[REDACTED] Statement on OP/OTR Relationships on  
the JOT/CT Program (S.R. 39), p. 71.

Freeze, Personnel: See Ceiling, Personnel.



Generalists, Development of: p. 209..

G.H.I. (Group Hospitalization, Inc.): p. 30

25X1A



p. 29.

Hard Core Concept, Effects of Jettisoning (See Elite Corps):  
p. 66 and p. 186.

Hillenkoetter, Roscoe Henry, Rear Admiral, USN: Bio, p. 36;  
Response to Dulles Committee Report, p. 36, Decision to  
Follow Class Act, p. 40.

Individual Career Boards (See Also Career Services):  
Originally Established in, p. 74; As of 1954, p. 96;  
Functions of, pp. 112-114; Agency-wide Policies Originat-  
ing with, p. 115; Roster of Boards and Panels, 1956,  
pp. 119-121; Workings of Personnel Career Service Board  
(S.R. 54), p. 125.

Individual Career Planning, [ ] p. 184.

25X1

Informal Organization, Role of: p. 191.

Inspector General: See Surveys, Inspector General, Also  
Kirkpatrick, Lyman G.

Insurance Task Force: p. 104.

Intelligence Studies: p. 209.

25X1

JOT/CT Program: JOTP Assigned to Director of Training, p. 57 and p. 71; Proposal to Establish and Implement a Career Corps Program in the CIA, p. 65; 50-a-year Goal Maintained in 1952 Freeze, p. 134; In-put Increased, 1959 Despite 701 Exercise, p. 174; 225 Annual Goal Set, 1964, p. 234; Percent of Professional In-put, p. 242; Changed Concept, the Career Trainee Program, CTP, p. 242; Other Directorates Participate, p. 243; Attrition Rates, p. 244; Effect on Recruiting, p. 245; JOT/CT Statistics, p. 244; (Also See S.R. 28, 38, 39).

Kelly, William J.: Major Staffing Crises (S.R. 16), p. 21; Delay in Security Clearances (S.R. 17), p. 23; First Personnel Director, p. 42; Comments on 1950 Reorganization, p. 55; Estimates 10,225 New Employees Needed in FY 1952, p. 59. (Also See Statements from Oral History at S.R. 6 Close Rapport Between Personnel and OSO Admin; S.R. 7 William Tharp Obtains Schedule A Appointing Authority from the CSC; S.R. 8 Kelly Obtains Services of George Meloon; Also Mentions Wattles, [REDACTED])

25X1A

25X1A

[REDACTED] Domineering Role Causing Troubles with Operating Officials; The Coming of OPC Out of the Blue; S.R. 16 Three Major Staffing Crises, Staffing W.H. Against Director/FBI Opposition, [REDACTED]; Introduction of Polygraph Causing Separation of Approximately One Hundred People; S.R. 17 Security Clearance Delays, Decision to Build Own Security Field Organization and Staffing Same; S.R. 25 December 1950 Reorganization Accomplished Three Things, Centralization of Personnel Functions Particularly Recruitment and Classification, Reorganization and Reassignment of Personnel Staff; Orientation of Higher Authority in Pers/Admin; S.R. 27 Establishment of Training Division a Natural Evolution; S.R. 32 Personnel Director Could Not Question Requirements. His Job Was Service.)

STATSPEC

Kirkpatrick, Lyman B. (See Also Inspector General): Comments on Career Program, p. 76; Comments on Career Staff, p. 108; Questions Number of Career Services, p. 111; Ten Ways, 1954, p. 139; Kirk's Quirk, p. 161; Average Grade Rollback, Freeze, 1964, p. 235.

Korean Hump: Nature of, p. 132; Problems Resulting from, pp. 132-133; Statistical Chart of, p. 171.

Lag Time, Personnel Processing: p. 221.

Legislative Task Force: p. 104.

25X1A  Deputy Director of Personnel, 1962-1966,  
p. 121.

Manpower Control (See Also Ceiling): Manpower Control Program for the Clandestine Services, p. 171.

Management Development Committee: p. 182.

Management Staff: pp. 237-238.

Manpower Planning and Control: PPBS Role, p. 227; Vast, Amorphous, Pulsating Mass, p. 232; Difficulties Described by Executive Director-Comptroller, p. 237.

Medical Services: Separated from Personnel, p. 19.

Meloon, George E.: Bio Statement, pp. 14-19, p. 21, p. 89, p. 126; 1947 Report, Personnel Administration, pp. 21-26; Named Deputy Personnel Director, p. 42; Position Relative to Career Program, p. 49 and p. 70; Comments on Career Service, p. 112; Operating Officials Wanted Opportunity to Run Their Own Show, p. 122; First Moves on Taking Office, p. 128; Estimates 1700 New Clerical and 8300 Vacancies in FY 52, p. 129; Accomplishments, pp. 142-146; Resignation Events, p. 138 and p. 151; Comments on Rapid Expansion, p. 133. (Also See Statements from Oral History at S.R. 14 Chief, Special Support Staff, 1950 which included [redacted] Robert Wattles, [redacted] Emmett Echols; S.R. 18 Gains Security Approval for Holding Pool, [redacted] Provide Work for Same; S.R. 19 Testing Program with [redacted] Assessment Staff Under [redacted] in OSO; S.R. 31 Embarrassment Caused by Dual Posts of AD/Pers and Pers/Dir; S.R. 33 Matt Baird's Elite Corps Concept Rejected; S.R. 37 Pers/Dir Isolated from Career Program, Views on Combining Personnel and Training; S.R. 49 Improving the Lot of Overseas Returnee Major Accomplishment of Career Services; S.R. 53 Operating Officials Wanted to Run Own Show; S.R. 58 Mathematics of Recruiting; S.R. 61 Personnel Problems Resulting from Letting Down the Bars in 1952 and 1953

25X1A

25X1A

25X1A

25X1A

25X1A

Mid-Career Course: p. 230.

Military Reserve, Agreement with DOD: p. 155.

25X1A

[REDACTED] JOT Placement (S.R. 28), p. 49. (Also See  
S.R. 112 Placement Role in 701.)

Monitoring Responsibilities: p. 206. (Also See S.R. 120.)

Morris, General H. H.: AD/Pers, August 1952-January 1954,  
p. 58; Member Career Service Board, 1952, p. 72.

25X1A

[REDACTED] SSA/Pers, p. 150; Combining Recruitment  
and Placement (S.R. 103), p. 181; Views on 701 Program  
(S.R. 112), p. 200; Described Personnel Career Board  
Workings (S.R. 54), p. 125.



OPC: Establishment of, 27 August 1948, p. 8; Dual Administration Staff with OSO, p. 17; Merger with OSO, p. 18; Personnel Split Three Ways, p. 19.

OSS: Demise of October 1945, p. 1; Transfer of Research and Analysis and Presentation Staffs to State Department, p. 1; Informal Organization in CIA, p. 191.

Office of Personnel: See Personnel Office.

25X1A

[REDACTED] Field Recruiter Experiences, (S.R. 57), p. 130; Scientific Pers/Admin (S.R. 106), p. 192.

Oversea Candidate Review Panel: p. 230.

Overtime Pay: Eight Hour Rule Adopted, p. 183.

Personnel Accounting: Chinese Laundry, p. 30; IBM System, 1952, p. 30; Difficulties, 1955, p. 157; Administrative Nightmare, 1963, p. 233.

Personnel Advisory Board, 1962-1965: p. 202.

Personnel Authority: Factors in Diffusion of, pp. 57-64; 1957 Issues, p. 161.

Personnel Branch, Executive for Administration and Management  
CIG: Functions of, p. 11; Early Organization and Staff, p. 13.

Personnel Evaluation Report (PER): (Also See Fitness Reporting), p. 75.

Personnel Lecture Series: See 25X1A p. 155.

Personnel Management: See Career Management.

25X1A

Personnel Office: Establishment of Central, December 1950, p. 39; CIA Regulation   1 December 1950 Combined Personnel Staff of CIA, Personnel Division of the Administrative Staff, OPC and the Employees' Division of the Special Support Staff, OSO, p.   ; Liaison Responsibilities of, p. 51; First Table of Organization, 1950, p. 42; Distribution of Positions, 1952, p. 129; Second Wave of Personnel, p. 145; Reaches Low Point, 1954-1955, p. 146; 1953 Reorganization, p. 147; 1954 Transfer to O/DCI, p. 148; Double Deputy Idea Tried 1953, p. 147; Executive Officer Post Added 1954, p. 147; Placed Under Newly Established DDS, 1955, p. 149; Budget Summary, 1951-1956, p. 152; Enters Period of Disfavor, p. 153; Work Load Statistics, 1956, p. 157; Organization and Staffing, 1956, p. 158; Organization and Staffing, 1959, p. 188; Distribution of Positions, p. 189; First Team Additions to, p. 207; Workload Statistics, 1963, pp. 228-231; 1966 Organization and Staffing, p. 247; Triple Deputy Concept Introduced, p. 247.

25X1

Personnel and Training: 1951 Recommendation to Combine, p. 47; Early Division of JOT Responsibilities, p. 49; 1956 Recommendation to Combine, p. 158. *ALSO SEE SR 35 and 8.*

Personnel Planning: See Advance Planning.

Personnel Staff Ratios: p. 154 (Also See S.R. 56).

Personnel Statistics: See Strength, Agency; Also Personnel Office; Also JOT/CT Program.

Placement: Follow-up Program, p. 29; Active in Referral, Selection and Processing, pp. 181-182; Special Placement Committee, p. 182; Presents Requirement for 3,150 People, 1962, p. 220; Guards the EOD Rate, p. 235; Wattles Statement on Out Placement, p. 182; 701 Involvement, p. 198.

Planning Paper, Staffing Complement: p. 220.

Planning, Programing and Budgeting (PPBS): Supergrade Requirements Incorporated With, p. 219; ASP Coordinated, p. 223.

Plans and Review Staff: p. 224.

Plans Staff: Gyration of, p. 89; Reorganization, 1959, p. 188; Develops ASP, 1966, pp. 223-227.

Pool, Holding and Training: Established 1948 (S.R. 18), p. 27.

Position Authorization: [ ] Ceiling and  
Position Authorization, 14 November 1958, p. 176; [ ]  
[ ] Average Grade Controls, 26 February 1959, p. 176;  
Development Complement, Staffing Complement, p. 176;  
Fixed and Flexible Positions, p. 177; Career Service  
Staffing Authorization Proves Unworkable, p. 177; Career  
Service Grade Authorization, p. 178; Dichotomy Between  
Component and Career Service, p. 232.

25X1A

25X1A

25X1A

Promotion (Also See Competitive Promotion): Two Types in  
CIA Pay Plan, p. 179; One Grade Policy, p. 183; Thresh-  
hold Grades Controlled, p. 183.

Procurement: See Recruitment.

Professional Selection Panel: Functions and Members, p. 97;  
Eighteen Criteria, p. 98.

Rand Corporation Study, Inside Bureaucracy: p. 193.

Recruitment: Variables, p. 130; Meloon Describes Mathematics of, p. 130; June to December 1952 Work Report, p. 131; Relation to Other Personnel Functions, p. 128; Strong Pressure On, 1952, p. 129; Combined with Placement by Stewart, p. 181; Lag Time, p. 221; Chart of Requirements, 1962, p. 221; Peaks and Valleys in 1956-1965, p. 222; Revival and Expansion, 1966, p. 244.

Retirement: Proposed as Early as 1953, p. 196; Changed Legislative Approach as a Result of Surplus Problem 1959, p. 169; Up or Out Policy Discouraged 1959, p. 170; [REDACTED] Career Council Directed to Study, p. 201; 1962 Task Force Recommends Use of "Up or Out" Provisions of Foreign Service Act of 1946, p. 208; Passage of the CIA Retirement Act of 1964, p. 241.

25X1A

25X1A

Reynolds, Harrison G.: AD/Pers, p. 58; Career Council Chairman, p. 88; Black Duck and Blue Goose, p. 115; Bio Statement, p. 146; Remains as Director of Personnel after Meloon Resignation, p. 151; Mass Promotion Rejected, p. 152.

Requirements (See Also Advance Planning): OPC Initial Requirement for [REDACTED] p. 16; FY 1952, p. 129; [REDACTED] Recruiting Requirement for FY 63, p. 220.

25X9

25X9

Role of Director of Personnel: 1957 Paper on, p. 79; Presented to Stewart by the DDCI, Gen. Cabell, p. 160; Stewart's Response to, pp. 161-165; In Supergrade Administration, p. 218.

Rotation: Rotation Loan Slots, p. 76; Council Discussion of, p. 82; Overseas Returnees, p. 112; Task Force on Overseas Planning, p. 101; Overseas Candidate Review Panel, p. 230.

Selection for the Career Service (See Also Career Staff):  
Determination of Initial Career Designations, p. 96.

Selective Service System: Relations With, p. 155.

Separation Compensation: Reg [ ] p. 171; Eligibility  
For, p. 173.

25X1

Separation of Surplus Personnel: Reg [ ] Drafted 1951,  
p. 171; Two-part Project Proposed, p. 172; Factors  
Determining Order of Preference for Retention, p. 172;  
Reg [ ] Issued 10 February 1961, Replaced by [ ]  
15 September 1961, p. 174; Execution Extended, p. 195;  
Statistics on 701 Exercise, p. 197; Others Affected  
Besides CS, p. 198; Role of D/Pers In, p. 198; Views of  
Personnel Officers and Others About, pp. 199-200. (Also  
See S.R. 112 for Statements by L. K. White, Matthew Baird,  
Emmett Echols, [ ] on the 701  
Exercise.)

25X1

STAT

Separations (Also See Attrition): Ten Year Table, 1956-  
1965, p. 223.

25X1A

[ ]: Bio, p. 13; A/DDA, p. 126.

25X1A

[ ] Statistical Studies (S.R. 94 and 98), p.  
171; T/O System (S.R. 101), p. 178; Chief, CSPD, 1961,  
p. 199; Views on 701 Exercise (S.R. 111), p. 199.

Skills Bank: p. 22.

Smith, Walter Bedell, General, USA: Assigns Responsibility  
for Career Corps to Matt Baird, p. 57; Imposes [ ]  
Ceiling, p. 131.

25X9

25X1A

Souers, Sidney W., Rear Admiral, USNR: First DCI 23 Jan-  
7 Jun 1946, p. 2.

Special Support Assistant for Personnel SSA/Pers: p. 150.

Special Support Assistant for Personnel (SSA/D/P): p. 150.

Special Support Staff: p. 19.

SSU: Problem of Disposal, p. 4.

Staffing Complement (Also See Tables of Organization, Position Authorization: New T/O System, p. 156; Test of Staffing Complement/Flexible T/O in Commo, p. 157; Purpose, p. 176.

Stewart, Gordon M.: Bio, p. 160; Opts for Decentralized Pers/Mge, p. 162; Reports to Career Council on "Role" Paper, p. 163; Recommends Separation of Surplus Personnel, p. 165; Introduces New Systems and Methods, p. 176; Rejects 1959 I.G. Survey, p. 185; Accomplishments, p. 187; Views on 701 Exercise, p. 198; Also See Excerpts from Oral History Statements at S.R. 82 Recruitment for OPC 1948 and 1950, Personnel Problems of [REDACTED] 1951-53, of FI Staff with Registry; S.R. 88 First Three Months as D/Pers, 1957; S.R. 89 Dulles Gives Surplus Personnel Problem First Priority, 1957; Reaction of Top People to; S.R. 90 Finding Ways to Deal with Surplus; S.R. 92 Making a Case for Early Retirement Legislation with the Congress; S.R. 93 White House and CSC Reaction; S.R. 96 Aspects of Ranking People; S.R. 97 Rationale for Separation Pay; S.R. 99 E.E. Experience, Difficulty of Handling Personnel

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Stewart, Gordon M. (Continued):

Assignments Across Organizational Lines; S.R. 100 Understanding of Personnel Procedures Obtained from Certain Senior Personnel Officers; S.R. 102 Soft Pedaled Recruitment Activity, not a Believer in the Consultants Program; S.R. 104 Simplifying Personnel Regulations, the Eight Hour Overtime Rule; S.R. 105 Gained Respect for Top Personnel Officers.

25X9

Grows by Leaps and Bounds in Early Fifties, p. 94; Increases Only Slightly after Gen. Bedell Smith's 1953 Freeze, p. 131; Shows Small Decline in Late Fifties, p. 181; Strength Curve, 1948-1968, p. 191; Ten Year Table, 1956-1965, p. 222.

Supergrade Administration: 1962 Increase, p. 215; Role of D/Pers in, p. 218; [ ] Management of Supergrade Personnel 31 August 1962, p. 218; Supergrade Review Board Abolished, p. 218; Requirements Incorporated into PPB Cycle, p. 219.

25X1A

Surplus Personnel: See Separation of Surplus Personnel.

Surveys, IG: 1954 Survey of Career Program, p. 101; 1955 Ten Ways of Improving Personnel Management, p. 139; 1959-1960 Bombshell Against Career Boards, p. 184; Career Council Comments, p. 82; DDS Comments, p. 108; Three Critical Personnel Management Problems Resulting from Dropping Hard Core Concept, p. 106; 1964 Pre-survey Activity, p. 240; 1967 CT Survey, p. 246.

25X1



25X9

[ ] Describes Personnel Career Board (S.R. 54), p. 125; Comments on Drive to Bring T/OS and Ceiling Together (S.R. 64), p. 138; Staff Officer on Supergrade Administration, p. 214. Also See Statements for Oral History S.R. 66 on Classification and the I.G.'s Ten Ways of Improving Pers/Admin; S.R. 87 Stewart's Attempts at Gross Rather Than Action by Action Controls; S.R. 123 Supergrade Staffing and S.R. 124 Reconciling Supergrade Positions and Ceiling.

Tables of Organization (See Also Staffing Complement):  
Guesstimates in 1952, pp. 35-36; [ ] in December 1950,  
p. 42; Establishment and Control of Positions by, p.  
137; Complaints Against, p. 138; Changes to Staffing  
Complement, Flexible T/O, p. 156; Planning Paper, p.  
220; Dichotomy Between T/O and Ceiling, p. 232.

25X1

Ten Ways of Improving Personnel Management in CIA:  
pp. 139-141.

Training Director: Naming of, p. 57; Assignment of Career  
Corps to,

Testing and Evaluation Program: p. 29.

25X1

[ ] Bio, p. 151; Appointed Deputy  
Director of Personnel, DD/Pers, August 1955, p. 152;  
Views Personnel Tasks, p. 153; Improved Staff Work for  
Career Council (S.R. 43), p. 86; Also See S.R. 75 .  
Improving D/Pers Staff Support of Career Council; S.R.  
77 Difference of Opinion in OP on Proper Role.

Wattles, Robert S.: Early Assignment, p. 6; Placement Activity (S.R. 9), p. 11; Detailed to Assist New DTR, Matt Baird (S.R. 20), p. 48; Fourteen Categories of Personnel (S.R. 29), p. 54; Chairman, Professional Selection Panel, 1952, p. 97; Returns to Personnel, p. 207; Deputy director of Personnel, p. 252; Advance Planning (S.R. 127), p. 227; Appointed Director of Personnel, p. 255; ADP Study, p. 255; Bio, p. 255.

White, Lawrence K.: Bio, p. 150; Comments on I.G. 1960 Survey, pp. 108 and 185; Named A/DDA January 1952, p. 122; Approved T/O's, p. 137; Named to New Post of DDS Which Included Personnel, p. 149; Paper on Philosophy of Career Service, p. 185; Responds to 1962 Task Force p. 217; Manpower Controls, p. 237.

(Also see Excerpts from Oral History at S.R. 30, "Reasons for Establishing AD/Pers Job, Proper Role of the D/Pers;" S.R. 63 Top Mge Dissatisfactions with Personnel in Early Fifties; S.R. 67 Inaction of AD/Pers and the Personnel Office on the Career Program; S.R. 70 Personnel Taken Out From Under DDA, 1954; S.R. 71 Establishment of the DDS, Personnel Placed Under in 1955; S.R. 73 Reasons for Selecting [ ] a Finance Officer, as DD/Pers in 1955; S.R. 74 1955 Promotion Fiasco in Personne; S.R. 76 Personnel Staffing Ratios; S.R. 81 Various Moves to Combine Personnel and Training; S.R. 112 Views on the 701 Exercise; S.R. 114 Views on Career Council, Why It Disappeared; S.R. 115 Present Use of Deputies Meetings for D/Pers Guidance; S.R. 125 Development of Support Officer Cadre; S.R. 129 Manpower Control Difficulties.)

25X1A

Workload Statistics: See Personnel Office

OUTLINE NOTES

25X1A

Organizational Memory in Current Decisions

(Senior Seminar at . Session, Time 1930  
Hours, 22 September 1971)

Introductory:

Objectives of Overview History  
(How did we get in the mess we are in?)

Oral History Feature.

Propositions culled from.

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Proposition 1: For God's sake communicate, particularly down the line.

If I knew then, what I know now. (Learning in 1971 in the interview what I should have been doing from '65-70 as Chief of OP Plans Staff)

Not just a top management failing.

Middle level just as guilty. In a word, us.

Proposition 2: The Environment of Organization is constantly changing and yet it is a continuum shaping the present and the future.

Illustrate by Echols' comments on prevalent attitude toward administration and management down the years.

TAPE EXCERPT

Second illustration by Strength Curve Chart with remarks on, "Agency formed very haphazardly in the 50's. We have been stuck with it ever since. Changed environment of the 60's. Difficulties of high potential young professionals in getting through the large middle layer inherited from the 50's."

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Proposition 3: The use of organizational memory in current decision making process saves much rethinking of policy since so many administrative issues are cyclical.

Separation of Surplus Personnel; The Rise and Fall of the 701 Program. Planned in '59 by Gordon Stewart, implemented in '61-62 in a slow, agonizing process, interred in '64 by General Carter with the words, "Never again."

TAPE EXCERPT (Echols' views on 701)

Proposition 4: O.M. can contribute to innovation by stimulating the thought process.

Review of original reasons for policies may indicate they no longer apply and change is required. Particularly applicable to "sacred cows."

Example: Competitive Promotion, badly needed when introduced in 1956, bolstered by all kinds of stratagems such as Personal Rank Assignment, Development Complement; may have watered down grade structure by grade promotions not supported by job and responsibility promotions; obsolete in 1971 maybe. If so, what would take its place.

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Concluding Remarks:

Measure effects of personalities on organization particularly personalities who may no longer be here.

Close the gaps left by official budget-justifying annual reports before you leave office.

Tell it like it was.

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Outline and Index, Overview History of Pers/Admin

FROM:

25X1A

EXTENSION

NO.

DATE

20 October 1971

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. 25X1A

26 OCT 1971

JPZ  
JJK

a. Outline and Index of the four chronological chapters for your retention if desired.

2.

27  
Oct

b. The original typescript with Appendix A, Source References and Appendix B. Index were given to [ ] on 13 Sept for an informal look-see and editing.

25X1

3.

Carol

c. Chapter V, the final chapter on benefits and services overview is under development. It will be added to the Index later, time permitting. (Outline attached)

4.

5.

d. Appendix C, Chronology of Selected Documents of Pers/Admin is also planned in connection with an orderly retirement of the historical documents to the records center, time permitting.

6.

7.

8.

9.

10.

e. The Fitness Report monograph has been retyped and awaits the 27 Source References which Jack asked be broken out. This represents a problem as the source material has been scattered.

11.

12.

13.

14.

15.

263  
Please retain this in  
our history file.  
JJK

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